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Chapter 25

Intended Continued Use Social Networking Sites: Effects on Job Satisfaction and Performance

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ABSTRACT

Hedonic information systems are those that are used primarily for pleasure. Previous research has established that the intention to use hedonic information systems is explained mainly by perceived ease of use and perceived enjoyment, with perceived usefulness to one's job being given less importance. Facebook could be seen as a hedonic information system. This paper employs a cross-sectional survey of 178 professionals who used Facebook to various degrees. Predictably, the authors' empirical results show that perceived enjoyment is indeed a much stronger determinant of intended continued Facebook use than ease of use or usefulness to one's job, explaining a considerable proportion of variance in continued use behavior. The authors also find that ease of use is a strong determinant of perceived enjoyment. Interestingly, their results suggest that intended continued Facebook use is significantly and positively associated with job performance, both directly and indirectly via job satisfaction.

INTRODUCTION

Technological advances and the widespread use of the Internet in recent years have led to a communication revolution that changed the way people interact and connect with one another (Coyle, 2008; O'Murchu, Breslin, & Decker, 2004). Social networking sites (SNSs) are a recent trend of this revolution (Guo et al., 2015; Karpinski et al., 2016), attracting the participation of hundreds of millions of users. Even organizations have started to realize the importance of SNSs, and have been allowing employees to access them at the workplace (Bennett et al., 2010).

SNSs arguably are changing the way that organizations communicate and connect with their stakeholders (Khan & Jarvenpaa, 2010; Marder et al., 2016; Moqbel, 2012; Tow et al., 2010). Researchers are calling for a better understanding of the factors leading to successful adoption of recreational SNSs by individuals and organizations (Chandra, 2012). While our knowledge about SNS adoption has expanded considerably (Boyd & Ellison, 2007; Guo et al., 2015; Karpinski et al., 2016; Koch et al., 2012; Lallmahomed et al., 2013; Li, 2011), our understanding of how and why social networking and SNSs are used by employees remains somewhat limited.

Several studies have revealed that the use of SNSs by employees can lead to better work-related outcomes including organizational commitment, job satisfaction, and job performance (Koch et al., 2012; Moqbel et al., 2013). What, then, helps employees embrace SNSs in order to be able to reap these benefits? This study attempts to answer this research question by analyzing data from a sample of 178 employees in U.S. organizations who were SNSs users. The data related to perceived usefulness, perceived enjoyment, perceived ease of use, and intention to continue using SNSs; as well as job satisfaction, and job performance.

Along with the importance of perceived ease of use and usefulness (Davis, 1989) in the adoption of technologies, we incorporated perceived enjoyment (Davis, Bagozzi, & Warshaw, 1992) as an additional variable in this study to understand why employees embrace SNSs. Since little research has touched on employees' intention to use and continue using SNSs, we have addressed the use of SNSs and their acceptance by organizational members to enhance our understanding of such phenomena.

In this paper a review of the research related to SNSs is presented, followed by a description of the theoretical framework for this study, which is based on the technology acceptance model (TAM) and the broaden-and-build theory of positive emotions. We then describe the research model, hypotheses, and methods used to conduct this study and the data analysis and results. We conclude with a discussion of the study's main findings, implications for researchers and practitioners, and limitations.

BACKGROUND AND HYPOTHESES

Team-member socialization is one area of concern in both traditional and virtualized business processes, and SNSs are considered to be a possible solution (Boughzala, 2012; Koch et al., 2012; Venkatesh & Windeler, 2012). Past research indicates that high turnover is detrimental to the effectiveness of collaborative social networking communities (Ma & Agarwal, 2007; Ransbotham & Kane, 2011).

Organizations are increasingly employing social networking to augment internal and external collaboration (Nardi et al., 2002; Ransbotham & Kane, 2011). Virtual worlds, an emerging class of social networking technologies, are gaining acceptance in collaborative business applications to meet the needs

of virtual and dispersed teams (Messinger et al., 2009; Schultze & Orlikowski, 2010). Social bookmarking systems improve innovation in organizations, particularly in virtual teams (Gray et al., 2011).

However, successful adoption and assimilation of social networking in business processes remains a significant challenge (Chandra, 2012; Ransbotham & Kane, 2011). Understanding the factors related to user acceptance and adoption of SNSs can benefit developers and organizations in getting users to adopt these systems (Lallmahomed et al., 2013; Li, 2011).

Although the Technology Acceptance Model (TAM) has been widely employed to explain the acceptance and adoption of information technologies, past research suggests that TAM does not sufficiently explain the acceptance of technology in certain cultures (McCoy et al., 2007) or for hedonic systems (Sledgianowski & Kulviwat, 2009). McCoy et al. (2007) found that cultural characteristics reduced the explanatory power of perceived ease of use and perceived usefulness. Examples of such cultural characteristics are low uncertainty avoidance, high masculinity, high power distance, and high collectivism.

Sledgianowski & Kulviwat (2009) demonstrated that TAM did not sufficiently explain the adoption of purely hedonic SNSs, and introduced two new constructs: perceived playfulness and perceived critical mass. Li (2011) found that perceived enjoyment was a factor in SNS adoption, but did not examine the role that perceived enjoyment played in SNS or hedonic information system adoption by organizational members. Our research examines the role of perceived enjoyment in SNS adoption and continued use.

Recent work examined the adoption of hedonic SNSs through the lens of the unified theory of acceptance and use of technology and found that hedonic performance expectancy helped predict intention to use SNSs (Lallmahomed et al., 2013). Hedonic performance expectancy is the enjoyment a user anticipates will result from an activity (Lallmahomed et al., 2013). However, Lallmahomed et al. (2013) only examined use of Facebook by students. This research is interested in how SNSs are used by organizational workers.

TAM has been developed by Davis (1989) to measure user acceptance of technology. The theoretical basis for the model was the theory of reasoned action (Fishbein & Ajzen, 1975); which posits that beliefs influence attitudes, which in turn lead to intentions, which then engender behavior. TAM adopted this behavior process to model user acceptance of information technology. The original TAM model posits that intention to use a technology can be explained by two main constructs: perceived ease of use and perceived usefulness. A third important construct added to the model was perceived enjoyment, defined as “the extent to which the activity of using the computer is perceived to be enjoyable in its own right, apart from any performance consequences that may be anticipated” (Davis et al., 1992, p. 1113).

Several studies have been conducted using the construct of perceived enjoyment (Davis et al., 1992; Li et al., 2005; Teo et al., 1999; van der Heijden, 2004). Davis et al. (1992) asserted that users exert effort as a result of intrinsic and extrinsic motivation, consistently with Deci’s (1975) motivational theory. Intrinsic motivation refers to doing something because it is inherently enjoyable or interesting (Deci & Ryan, 1985), with these perceptions emerging during the process of performing an activity (Davis et al., 1992).

Extrinsic motivation, on the other hand, refers to an individual’s involvement in an activity as something that is perceived to be instrumental in achieving valued outcomes (Davis et al., 1992). In several studies from the TAM body of literature, perceived usefulness is attributed to extrinsic motivation, while perceived ease of use is attributed to intrinsic motivation (Davis et al., 1992; Igbaria et al., 1996; Teo et al., 1999; van der Heijden, 2004; Venkatesh et al., 2003).

Ease of Use and Intention to Continue using SNSs

Perceived ease of use refers to the belief that using a particular system is free of effort, in that the user assesses the ease of use through interaction with the system rather than through the outcome of the interaction with the system (Davis, 1989). This study posits that if an individual perceives the use of SNSs to be free of effort, the person is more likely to use SNSs. This is because the individual will perceive a reduction in personal investments and frustrations involved with the system. Ease of use was identified to be a strong determinant of the adoption of an information system (Davis, 1989; van der Heijden, 2004; Venkatesh et al., 2003). Given these, we can hypothesize that:

H1: Perceived ease of use positively influences intention to continue using SNSs.

Ease of Use and Enjoyment of SNSs

Similarly, information systems that require minimal mental effort from users should generally be perceived as more pleasurable by their users. This prediction finds support from previous studies, specifically studies linking perceived ease of use with perceived enjoyment (Davis et al., 1992; Gu, Fan, Suh, & Lee, 2010; Teo et al., 1999; van der Heijden, 2004). Therefore, it is reasonable to predict that:

H2: Perceived ease of use positively influences perceived enjoyment of SNSs.

Usefulness and Intention to Continue using SNSs

On the other hand, perceived usefulness refers to “the degree to which a person believes that using a particular system would enhance his or her job performance” (Davis, 1989, p. 320). Individuals will be more inclined to use a system if they perceive its use would assist them achieve their desired performance. Users assess the outcomes of their behavior in terms of perceived usefulness and base their choice of behavior on the desirability of the usefulness (Vroom, 1995).

Perceived usefulness has been found to have one of the strongest predictive influences on intention to use technology (Gu et al., 2010). That is, individuals often will accept a technology as long as they believe it is useful, that it will provide them with work-related benefits, regardless of whether the technology in hand is easy to use. Under certain circumstances, perceived usefulness may even be more important than other beliefs (e.g., how easy it is to use a system) in determining the intention to use and continue using a technology.

Consistently with the above discussion, this study posits that the belief that the use of SNSs by employees will help improve work-related outcomes, such as job performance, will have a significant positive effect on intention to continue using SNSs. Extant literature identified the significant positive influence of perceived usefulness on technology adoption (Davis, 1989; Gu et al., 2010; van der Heijden, 2004; Venkatesh et al., 2003). This leads us to the hypothesis that:

H3: Perceived usefulness positively influences intention to continue using SNSs.

Enjoyment and Intention to Continue Using SNSs

Perceived enjoyment refers to the extent to which enjoyment and fun can arise from using a technology. Following the discussion above, it is reasonable to predict that individuals will tend to adopt a system if its use is enjoyable and fun. Teo et al. (1999) showed that perceived enjoyment is positively related to frequency of Internet usage and daily Internet usage. Prior to that, Davis et al. (1992) concluded that perceived enjoyment had a significant positive effect on intention to use computers. Other studies showed similar findings (Li et al., 2005; van der Heijden, 2004). Therefore, we predict that:

H4: Perceived enjoyment positively influences intention to continue using SNSs.

Ease of Use and Usefulness of SNSs

Davis (1989) found perceived ease of use to positively influence perceived usefulness. This finding was supported by later research (Adams et al., 1992; Gefen & Straub, 2000; Keil et al., 2000). Studies have found different roles that perceived ease of use plays in relation to perceived usefulness and intention to use a technology (Adams et al., 1992; Gefen & Straub, 2000). Some found that perceived usefulness is an intermediate construct between perceived ease of use and intention to use (Davis, 1989; Gefen et al., 2000). This study examined perceived ease of use and perceived usefulness in the context of hedonic systems, and accordingly hypothesized that:

H5: Perceived ease of use positively influences perceived usefulness of SNSs.

Usefulness and Enjoyment of SNSs

Prior research has studied the relationships between perceived enjoyment, perceived ease of use, and perceived usefulness of technology (Davis et al., 1992; Van der Heijden, 2004; Yi & Hwang, 2003). Davis et al. (1992) and Van der Heijden (2004) found perceived ease of use to positively influence perceived enjoyment. Yi and Hwang (2003) found that perceived enjoyment positively influences perceived usefulness.

However, to our knowledge past research has not yet studied the effect of perceived usefulness on perceived enjoyment. Expectancy-based theorists of motivation have argued that valued outcomes that are satisfying to individuals, perceived enjoyment in this case, are a consequence of the rewards produced by performance, or perceived usefulness (Deci & Ryan, 1985; Lawler & Porter, 1967; Naylor et al., 1980; Vroom, 1995).

Deci and Ryan (1985) reasoned that expected performance would cause valued outcomes such as job satisfaction because satisfaction results from “the attainment of a goal that is expected to yield satisfaction” (p. 237). This implies that perceived enjoyment may be in part an outcome of perceived usefulness, as well as a precedent as it is currently known. Recognizing that the primary purpose of hedonic systems is enjoyment, this study theorizes that a user’s perception of a system’s usefulness influences their perception of the system’s enjoyment:

H6: Perceived usefulness positively influences perceived enjoyment of SNSs.

Intention to Continue Using SNSs and Job Performance

Behavioral intention affects the probability that a person will display a behavior (Fishbein & Ajzen, 1975; Warshaw & Davis, 1985). Behavioral intention typically involves a person who has consciously decided to perform or not to perform an act (Warshaw & Davis, 1985). In this research, the behavioral intention in which we are interested regards the continued use of a SNS.

The broaden-and-build theory of positive emotions (Demerouti, 2006; Fredrickson, 2001) indicates that positive emotions increase the capacity of a person's thoughts and actions. According to this theory, both intellectual and psychological capacities have the potential to increase (Demerouti, 2006; Fredrickson, 2001). For example, positive experiences of joy cause a person's capacity of experiencing joy to increase, which refers to thought. In addition a person's propensity to be creative may also increase; this refers to action.

Prior research has linked SNS use with positive emotions (Ellison et al., 2007; Valenzuela et al., 2009). We hypothesize, following the broaden-and-build theory of positive emotions, that a person who intends to continue using a SNS will experience heightened positive emotions and thereby increase their positive emotion capacity. According to the broaden-and-build theory, as a person's positive emotion capacity increases, so will his/her positive actions (Demerouti, 2006; Fredrickson, 2001), including work performance:

H7: Intention to continue using SNSs positively influences job performance.

Intention to Continue Using SNSs and Job Satisfaction

It follows from the broaden-and-build theory that an increase in positive emotion capacity will increase positive thoughts (Demerouti, 2006; Fredrickson, 2001). We hypothesize that a person's intention to continue using a SNS will increase his/her positive emotion capacity due to the positive emotions that are associated with using the SNS, with an influence on job satisfaction:

H8: Intention to continue using SNSs positively influences job satisfaction.

Job Satisfaction and Job Performance

Job satisfaction is an indicator that a person is fulfilled at work (Lowe & Schellenberg, 2001). The notion that job satisfaction affects performance has been established by various studies, including a meta-analysis (Petty et al., 1984). The fundamental basis for this link comes from human relations theories (Petty et al., 1984; Schwab & Cummings, 1970), which support attempts to motivate productive employees through satisfaction (Petty et al., 1984). Therefore, based on these human relations theories and related research, we predict that more satisfied employees will have greater job performance:

H9: Job satisfaction positively influences job performance.

Enjoyment, Ease of Use and Intention to Continue using SNSs

Based on the early consumer behavior literature that differentiates between hedonic and utilitarian products (Hirschman & Holbrook, 1982), we can attribute hedonic aspects to information systems that are associated with more enjoyment and fun, such as video games and SNSs. The goal of hedonic systems is to provide individuals with internal and self-fulfilling value through fun and pleasurable experiences; rather than instrumental value such as increasing the user’s task performance, as is the case with utilitarian systems (van der Heijden, 2004). As noted by Van der Heijden (2004), the intention to use technology depends on the hedonic and utilitarian nature of the technology.

This study attempts to test this prediction using SNSs, which are a type of hedonic information system, based on the TAM model. Van der Heijden (2004) suggests that perceived enjoyment is a stronger predictor of the intention to use a hedonic system than perceived ease of use, and also that perceived ease of use may play a more prominent role in this context than perceived usefulness. As SNSs are examples of hedonic information systems, this leads to the following complementary hypotheses:

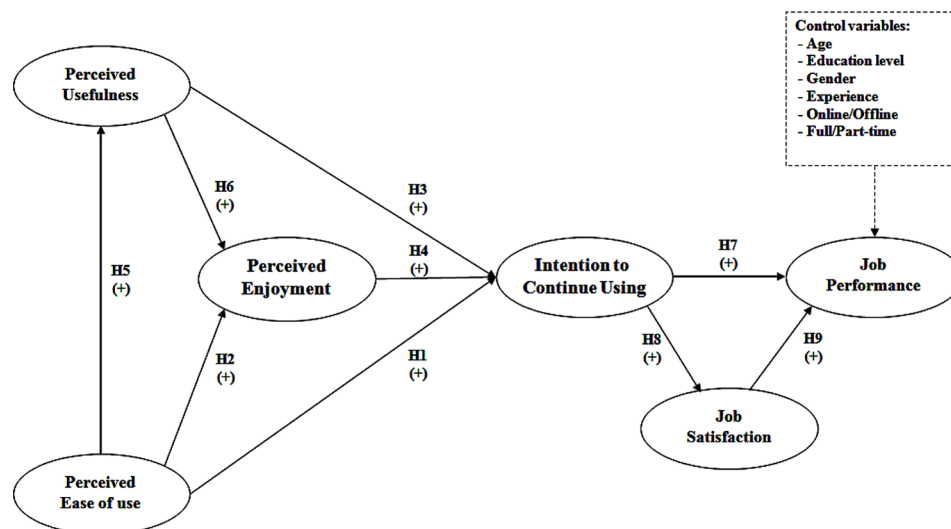
H10: Perceived enjoyment is a stronger predictor of intention to continue using SNSs than perceived ease of use.

H11: Perceived ease of use is a stronger predictor of intention to continue using SNSs than perceived usefulness.

RESEARCH METHOD

Except for H10 and H11, the hypotheses discussed in the previous section are shown in the path model (Kock & Moqbel, 2016) presented in Figure 1, where most variables are latent variables measured through multiple items (or indicators). Measures for intention to continue using SNSs were adopted from

Figure 1. Research model and hypotheses



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Agarwal and Karahanna (2000) and Davis et al. (1992); for perceived ease of use from Davis (1989); and for perceived enjoyment from Agarwal and Karahanna (2000) and Davis et al. (1992). Perceived usefulness measures were based on Davis (1989) and Moqbel (2012). Job satisfaction and job performance measures were adapted from Rehman (2011) and Rehman and Waheed (2011).

All latent variables were modeled as reflective. Items were measured on 5-point Likert scales ranging from 1 = *strongly disagree*, to 3 = *neutral*, to 5 = *strongly agree*. The measurement instrument is provided in Appendix A. Perceived usefulness was measured based on four items (USEF1-4), perceived ease of use based on three items (EOU1-3), perceived enjoyment based on three items (ENJ1-3), and perceived intention to continue using based on three items (INT1-3). Job satisfaction and job performance were measured based on five and three items respectively (SAT1-5 and PERF1-3).

In addition to the latent variables in the model, control variables were included to rule out rival hypotheses and possibly help in the interpretation of the results. These were primarily demographic variables (e.g., age, education level, gender, etc.). The data for this study was collected via printed as well as online questionnaires, which is why collection mode (online/offline) was also included as a control variable. The online respondents were professionals from different states in the USA, while the offline respondents were professionals in a metropolitan border town in southern Texas.

Restricting our analysis to only Facebook users, responses were received from 77 online and 101 offline questionnaires from a total of 178 online and 160 mail requests; yielding response rates of 23 percent for online participants and 30 percent for offline participants. Of the 178 responses for this study, 93 were male (52 percent) and 85 were female (48 percent). The average age was 27, with a standard deviation of 7.78. Part-time employees made up 43 percent of the respondents; others were full-time employees. Regarding education, 14.6 percent had high school degrees, 12.4 percent had a 2-year degree, 42 percent had a 4-year college degree, 24.7 percent had a master's degree, and 5.1 percent had a doctoral degree. The average work experience was 5.2 years, with a standard deviation of 5.3.

The proposed model was evaluated using variance-based structural equation modeling (SEM), a powerful second generation multivariate technique for the analysis of causal models with simultaneous estimation of structural and measurement model parameters (Kock & Mayfield, 2015; Lohmoller, 1989). Variance-based SEM is generally recommended for relatively small sample sizes (Fan et al., 1999; Gefen et al., 2000; Kock & Lynn, 2012) – e.g., less than 200, as in our study. Also, variance-based SEM is generally recommended when the requirement of multivariate normality is not met in a dataset (Kock, 2014b; Siegel & Castellan, 1988).

Table 1 shows the skewness and excess kurtosis for the latent variables, as well as the results of two tests of normality: the classic Jarque-Bera test (Bera & Jarque, 1981; Jarque & Bera, 1980) and Gel

Table 1. Results of multivariate normality tests

	INT	USEF	EOU	ENJ	PERF	SAT
Skewness	-1.020	.155	-.950	-.787	-1.005	-1.099
Excess kurtosis	2.034	-.818	1.241	.920	2.171	1.321
Normal (Jarque–Bera)?	No	Yes	No	No	No	No
Normal (robust Jarque–Bera)?	No	Yes	No	No	No	No

Notes: USEF = perceived usefulness; EOU= perceived ease of use; ENJ = perceived enjoyment; INT = intention to continue using; SAT = job satisfaction; PERF = job performance.

and Gastwirth (2008) robust modification of this test. The results of the normality tests are shown in the rows labeled “Normal (Jarque–Bera)?” and “Normal (robust Jarque–Bera)?” In each row, the entry “Yes” in a column indicates that the corresponding latent variable is normally distributed according to the test, and “No” that it is not normally distributed. As we can see, the results of both normality tests suggest that none of the latent variables except one (perceived usefulness) were normally distributed, supporting our decision to employ variance-based SEM.

A confirmatory factor analysis was conducted as part of reliability and validity tests. Tests of significance employed a stable exponential smoothing algorithm that yields P values generally consistent with bootstrapping, and often more precise, in a way that is particularly suitable for samples with smaller sizes or outliers (Kock, 2010, 2014a). We used WarpPLS 4.0 to assess the measurement and the structural model (Kock, 2010, 2013).

MEASUREMENT MODEL VALIDATION

The measurement model was evaluated for convergent and discriminant validity as well as for reliability. Evaluating convergent validity is necessary to ensure unidimensionality of the multi-item constructs and to identify unreliable items (Bollen, 1989; Kock, 2014b). All factor loadings should generally exceed .5 for acceptable convergent validity to be assumed (Ketkar et al., 2012). As indicated in Table 2, all of the factor loadings met this criterion; this suggesting that the model presents acceptable convergent validity.

Reliability was assessed using both Cronbach’s alpha and composite reliability coefficients, which are measures of internal consistency. The Cronbach’s alpha test provides an estimate for reliability based on indicator intercorrelations. An acceptable measure for the Cronbach’s alpha is .7 or above (Nunnally & Bernstein, 1994). In addition to use of the Cronbach’s alpha, reliability can also be measured through the composite reliability coefficient, recommended to be .7 or above as well (Kock, 2013). The composite reliability estimate, unlike the Cronbach’s alpha, takes into consideration indicators’ loadings. As shown in Table 2, both the Cronbach’s alpha and composite reliability coefficients for all constructs exceeded the threshold, suggesting acceptable reliability.

The goal behind discriminant validity assessment is to test whether the constructs differ significantly from each other (Bollen, 1989; Fornell & Larcker, 1981; Kock, 2014b). For discriminant validity to be considered acceptable in a model, the square root of the average variance extracted (AVE) for each construct should be larger than the inter-construct correlations, and items should load more strongly on their corresponding construct than on other constructs (Gefen et al., 2000). As shown in Table 2, the square root of the AVE for each construct exceeds the correlations between that and all other constructs. The results in Table 2 show that all items load more highly on their own constructs than on other constructs. Hence, the model can be assumed to have acceptable discriminant validity.

The high correlation between perceived enjoyment and intention to continue using suggests possible multicollinearity and/or common method bias, even in a model that presents acceptable discriminant validity (Kock & Lynn, 2012; Kock, 2015). Therefore, a full collinearity test was performed whereby variance inflation factors (VIFs) were calculated simultaneously for all variables in the model (Kock & Gaskins, 2014; Kock & Lynn, 2012). The VIFs for all constructs were less than the recommended threshold of 3.3 by Kock & Lynn (2012) to rule out multicollinearity and common method bias; the highest VIF value was 2.976 for perceived enjoyment, as shown in Table 2. Multicollinearity and common method bias can thus be ruled out in our model.

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Table 2. Summary of measurement model validation results

Factor Loadings						
	INT	USEF	EOU	ENJ	PERF	SAT
INT1	(.957)	-.029	-.010	.183	-.013	-.033
INT2	(.972)	.014	.020	-.096	.019	.012
INT3	(.927)	.018	-.011	-.100	-.006	.024
USEF1	-.026	(.883)	.094	.005	-.135	.123
USEF2	-.081	(.937)	-.059	.094	.058	-.025
USEF3	.019	(.915)	.000	-.009	.058	-.083
USEF4	.087	(.921)	-.038	-.089	.015	-.009
EOU1	-.112	.039	(.919)	.149	.043	-.006
EOU2	.045	-.017	(.898)	-.110	-.063	-.038
EOU3	.074	-.025	(.952)	-.054	.012	.040
ENJ1	.018	.003	.055	(.946)	-.037	.044
ENJ2	-.008	.023	-.051	(.966)	.052	-.056
ENJ3	-.011	-.026	-.005	(.962)	-.016	.012
PERF1	-.009	.068	.151	-.115	(.906)	-.004
PERF2	-.075	-.047	-.087	.153	(.943)	-.026
PERF3	.074	-.038	-.101	.004	(.942)	.027
SAT1	.017	-.014	-.086	.129	-.007	(.881)
SAT2	.031	.007	-.034	-.021	.039	(.938)
SAT3	.029	-.004	.045	-.104	-.026	(.932)
SAT4	.000	-.015	-.026	-.003	.040	(.937)
SAT5	-.099	.031	.126	.005	-.063	(.795)
Reliability Measures						
CA	.948	.934	.914	.955	.923	.939
CR	.967	.953	.946	.971	.951	.954
Variance Inflation Factors From Full Collinearity Test						
	2.585	1.197	1.986	2.976	1.554	1.299
Latent Variable Correlations and Square Roots of AVEs						
INT	(.952)					
USEF	.326	(.914)				
EOU	.574	.165	(.923)			
ENJ	.768	.367	.619	(.958)		
PERF	.228	-.041	.461	.264	(.930)	
SAT	.098	.041	.186	.218	.438	(.898)

Notes: USEF = perceived usefulness; EOU= perceived ease of use; ENJ = perceived enjoyment; INT = intention to continue using; SAT = job satisfaction; PERF = job performance; loadings, within parentheses, are from a structure matrix and thus unrotated; cross-loadings are from a pattern matrix and thus oblique-rotated; CA = Cronbach's alpha; CR = composite reliability; square roots of AVEs are shown on diagonal within parentheses.

Three key structural fit indices have been used in the past in the context of variance-based SEM (Fagan et al., 2012; Kock, 2010). They are the average path coefficient (APC), average R^2 (ARS), and average variance inflation factor (AVIF). Both the APC and ARS should be significant at the .05 level, while the AVIF is recommended to be less than 5 (Kock, 2013). The values of these fit indices for our model are shown in Table 3, and suggest good overall model fit with the data.

It is important to note that the APC and ARS are model-wide averages. The APC tends to be reduced by the existence of variables expected to be associated with weak path coefficients. Examples of these variables are control variables. The ARS tends to be reduced by the existence of variables in the model that are not meant to be comprehensively predicted by the variables pointing at them. Examples of such variables are perceived usefulness and job satisfaction. Nevertheless, the inclusion of both classes of variables in the model allows us for a more comprehensive test of the underlying theoretical framework than if the variables were excluded, even at the cost of a reduction in the APC and ARS indices.

STRUCTURAL MODEL RESULTS

The hypotheses of this study were tested chiefly by examining structural model coefficients. The test of the structural model involved estimating the path coefficients, which indicate the strength of the relationships between the predictor and criteria variables (Kock & Mayfield, 2015). We also estimated R^2 coefficients for the key endogenous variables in our model (predicted, or pointed at, by more than one variable), which measure the variance explained in the endogenous variables by the variables that point at them. After examining the results in terms of paths, ten of the eleven proposed hypotheses were supported (Figure 2 and Table 4).

The three main predictor constructs on the left side of the model – namely perceived ease of use, perceived enjoyment, and perceived usefulness – explained 61 percent of the variance in intention to continue using SNSs. Consistent with previous studies, the results of this research indicate that perceived ease of use and perceived enjoyment were significant in explaining an employee’s intention to continue using a SNS, supporting H1 and H4.

However, the predictive power of perceived ease of use was found to be weak ($\beta=.17, P<.01$). One possible explanation for the low predictive power of perceived ease of use may be related to user experience with SNSs. User experience with a technology has been demonstrated to moderate the relationship between perceived ease of use and intention to use the technology (Venkatesh & Bala, 2008), with more experience reducing the importance of perceived ease of use. In this study, participants’ experience with SNSs was 3.6 years. In other words, perceived ease of use may lose its relevance over time as users gain experience with SNSs.

This study contradicts some of the past research regarding perceived usefulness. Hypothesis H3, on the relationship between perceived usefulness and intention to continue using, was not supported. Con-

Table 3. Structural model fit indices

APC	ARS	AVIF
.196	.277	1.646

Notes: APC = average path coefficient; ARS = average R^2 ; and AVIF = average variance inflation factor; P values for APC and ARS lower than .001.

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Figure 2. Structural model results. Notes: * $P < .05$; ** $P < .01$; *** $P < .001$; NS = not statistically significant

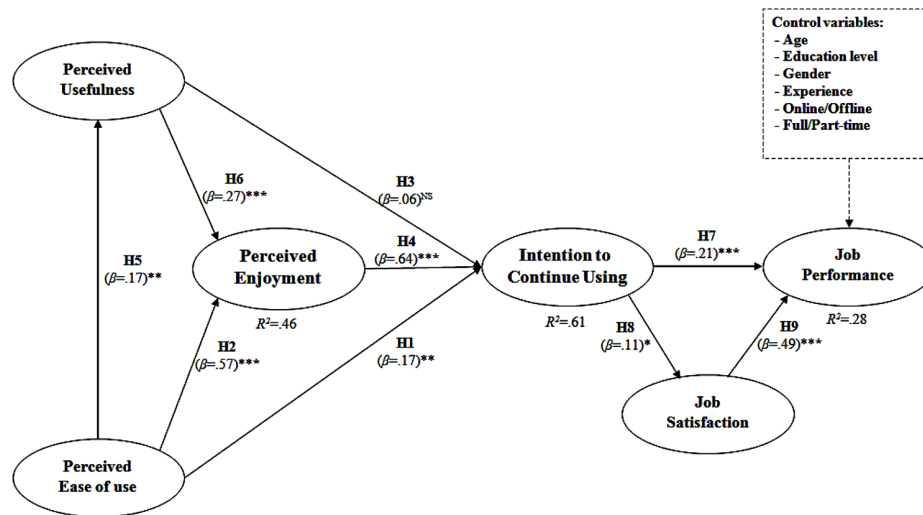


Table 4. Hypotheses testing results

	Hypothesis	Path Coefficient	Effect size	Supported?
H1	Perceived ease of use positively influences intention to continue using SNSs.	.17**	.10	Yes
H2	Perceived ease of use positively influences perceived enjoyment of SNSs.	.57***	.35	Yes
H3	Perceived usefulness positively influences intention to continue using SNSs.	.06 ^{NS}	.02	No
H4	Perceived enjoyment positively influences intention to continue using SNSs.	.64***	.49	Yes
H5	Perceived ease of use positively influences perceived usefulness of SNSs.	.17**	.03	Yes
H6	Perceived usefulness positively influences perceived enjoyment of SNSs.	.27***	.10	Yes
H7	Intention to continue using SNSs positively influences job performance.	.21***	.05	Yes
H8	Intention to continue using SNSs positively influences job satisfaction.	.11*	.01	Yes
H9	Job satisfaction positively influences job performance.	.49***	.22	Yes
H10	Perceived enjoyment is a stronger predictor of intention to continue using SNSs than perceived ease of use.	.47***	-	Yes
H11	Perceived ease of use is a stronger predictor of intention to continue using SNSs than perceived usefulness.	.58***	-	Yes

Notes: * $P < .05$; ** $P < .01$; *** $P < .001$; NS = not statistically significant

sistently with Van der Heijden's (2004) findings, this can be explained by a relatively low importance of usefulness in connection with a hedonic technology; when compared with ease of use and, particularly, enjoyment.

A second possible explanation for the non-significant relationship between perceived usefulness and intention to continue using SNSs is that perceived usefulness may have been too narrowly operationalized. It is possible that our operationalization failed to reveal relevant aspects of perceived usefulness and therefore weakened its predictive power. A more thorough assessment of the perceived usefulness of SNSs may uncover measurement items that, if included, could increase the predictive importance of this construct in our model.

Effect sizes were calculated as the absolute values of the individual contributions of the corresponding predictor latent variables to the R^2 coefficients of the criterion latent variable in each latent variable block (Kock, 2014b). No effect sizes are available for H10 and H11, as these hypotheses do not refer to specific effects, represented as links in the model, but to differences among effects. Except for one link, all of the effect sizes associated with significant effects were above the minimum threshold of .02, with several being above the thresholds for their classification as medium (.15) or strong (.35) effects (Kock, 2013). The exception is the link for H8: *intention to continue using SNSs* → *job satisfaction*. For this link, which was found to be statistically significant, the effect size was found to be .01.

Intention to continue using SNSs positively influenced job performance ($\beta=.21$, $P<.001$), and also job satisfaction ($\beta=.11$, $P<.05$). Job satisfaction in turn influenced job performance ($\beta=.49$, $P<.001$). As we can see, the association between intention to continue using SNSs and job satisfaction was rather weak, which is indicated by the small path coefficient of .11 and the also small effect size of .01. Given this, we can conclude that job satisfaction could be seen as a partial mediator, but not a very important one, with respect to the relationship between intention to continue using SNSs and job performance.

Unlike previous studies (Davis et al., 1992; Igarria et al., 1996; Li et al., 2005; van der Heijden, 2004) this study shows that the effect of perceived enjoyment on intention to continue using SNSs ($\beta=.64$, $P<.001$) was much stronger than that of perceived ease of use ($\beta=.17$, $P<.01$) and perceived usefulness ($\beta=.06$, not statistically significant). We tested the significance of these differences in effects' strengths (.47=.64-.17 and .58=.64-.06) by employing the pooled standard error and Satterthwaite methods outlined by Kock (2014b). Both tests suggested that all the differences in effects' strengths were significant at $P<.001$.

The above differences in effects' strengths can also be explained by the nature of the technology type under study – the motivations for use of hedonic and utilitarian technologies likely differ. SNSs provide emotional benefits to individuals by allowing them to keep in touch with close friends and family members, which could contribute to the perception that SNSs are fun and enjoyable to use.

The summary of results provided above focuses on direct effects, which control for competing effects. This is customary in hypotheses testing studies. For example, let us consider H3, which reads “*perceived usefulness* positively influences *intention to continue using SNSs*”. In this study a test of H3 implies, as usual in hypotheses testing studies, a test of the link *perceived usefulness* → *intention to continue using SNSs*, while controlling for the effects of *perceived ease of use* and *perceived enjoyment* on *intention to continue using SNSs*.

Another way of testing a link such as *perceived usefulness* → *intention to continue using SNSs* is to consider the *total* effect of the predictor (i.e., *perceived usefulness*) on the criterion (i.e., *intention to continue using SNSs*), which would normally be different from the direct effect should significant mediators exist in the model. Such a total effect would include indirect effects through other variables, such as the effect mediated by *perceived enjoyment*. Table 5 summarizes five total effects that are tested via direct effects, taking into consideration competing effects, but that could also have been tested as total effects.

As we can see, the total effects were all found to be stronger than the corresponding direct effects, which is generally to be expected. All of the five total effects had path coefficients that were statistically significant at $P<.001$. All of the corresponding effect sizes, associated with these significant total effects, were above the minimum threshold of .02, with two being above the threshold for their classification as strong (.35) effects (Kock, 2013).

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Table 5. Total effects

Complex Effect With Multiple Sub-Links	Total Effect	Effect size
Perceived ease of use → intention to continue using SNSs.	.57	.33
Perceived ease of use → perceived enjoyment of SNSs.	.62	.38
Perceived usefulness → intention to continue using SNSs.	.24	.08
Perceived usefulness → perceived enjoyment of SNSs.	.27	.10
Intention to continue using SNSs → job performance.	.26	.06

Note: All path coefficients significant at $P < .001$.

DISCUSSION AND CONCLUSION

Many technological developments that make the Internet more user-friendly have emerged and become widespread in the past several years. Highly interactive social networking sites (SNSs) aimed at personal enjoyment, such as Facebook, are among such developments. These SNSs tend to be easy and enjoyable to use. Their main goal is to provide an online alternative to face-to-face socialization, which led to their attracting the participation of hundreds of millions of users. Businesses have recently begun allowing employees to access SNSs based on the assumption that such access could enhance job performance through the development of positive emotions and shared knowledge with other employees.

Past empirical research revealed that the use of SNSs by employees has led to better work-related outcomes. Among these enhanced outcomes are increased organizational commitment, job satisfaction, and job performance. However, it is still not clear what the elements are that motivate employees to embrace SNSs so that these benefits can be reaped. This study addressed this gap by analyzing data from a sample of employees in U.S. organizations who were SNSs users.

This empirical study has investigated the relationship between three main constructs relevant to the explanation of the acceptance and continued use of SNSs by employees, namely: perceived enjoyment, perceived ease of use, and perceived usefulness. The results show that employees' intention to continue using SNSs is mainly determined by their perceptions that SNSs provide them with fun and enjoyment, and secondarily due to them viewing SNSs as easy to use.

The three main causative constructs of our model; namely perceived ease of use, perceived enjoyment, and perceived usefulness; explained almost two-thirds of the variance in intention to continue using SNSs. Nevertheless, the results of this research indicate that only perceived ease of use and perceived enjoyment significantly affected an employee's intention to continue using a SNS. Perceived usefulness did not, when we controlled for the effects of perceived ease of use and perceived enjoyment.

In general, researchers previously found that perceived usefulness of a technology was a key determinant of intention to use the technology. Our study suggests that fun and pleasure aspects of a hedonic technology are more important determinants of intention to continue using the technology than perceived ease of use or usefulness. Although the TAM model has been overwhelmingly supported in the literature, this study suggests some caution about the generalizability of the model.

This research has implications for industry professionals. Manipulating information system features to increase usefulness and/or improve ease of use may not be enough to positively influence intention to continue using a hedonic information system. Perceived enjoyment appears to be a factor that could strongly affect intention to continue using. Therefore, it is important for SNS developers to include some

aspects of fun and enjoyment in the systems they build in order to increase the system's acceptance by employees.

Another practical implication of our findings is that employers should consider giving their workers access to SNSs, possibly even during business hours. By allowing employees to use SNSs, and not only during their spare time but in way that is integrated with their regular work activities, organizations may eventually reap positive work-related outcomes. Consistent with the broaden-and-build theory, our research found that positive emotions experienced through SNS resulted in both positive thoughts (satisfaction) and action (performance) at work. The effect related to job satisfaction was rather weak though, while the effect related to job performance was found to be much stronger.

Like all studies, this has limitations that should be taken into consideration before the results are extended to other contexts and populations. One of the possible limitations is that our data collection was confined to working professionals who use SNSs, which may explain the highly educated sample we have in this study. Therefore, it is recommended that future studies use samples that are more representative of the general population, perhaps by targeting specific samples not covered by our study – e.g., factory workers.

Another limitation of this study is that we do not look into the effect of SNS use in specific work contexts, as SNSs may be more appropriate for certain tasks than for others. The view provided by our study is rather broad. Future research exploring the use of SNSs at the workplace should consider focusing on specific types of SNS in specific work contexts – for example, the use of Facebook for new product development or collaborative contract writing.

Overall, our findings generally suggest that users of SNSs that emphasize hedonic features, such as Facebook, tend to keep on using those sites due to the perceived enjoyment derived from them. Somewhat surprisingly, the perceived usefulness of hedonic SNSs appears to be unrelated to their use by working professionals. This is unexpected because that use seems to be significantly associated with enhanced job performance. In other words, SNSs users do not keep on using those sites to improve their job performance, but their performance goes up anyway proportionally to continued use intensity.

To give readers an idea of the above effect, let us consider a heavy regular SNS user a person whose intention to continue using SNSs is greater than one standard deviation above the average intention (i.e., above that of the average user). This heavy user would be someone who is approximately at the top 16 percent in terms of continued SNS use intensity. Compared to the average SNS user, our research suggests that this heavy user would have a job performance that is 26 percent greater than that of the average user.

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APPENDIX

Measurement Instrument

The questions below were answered on a Likert-type scale ranging from “1 = Very strongly disagree” to “5 = Very strongly agree”.

Perceived Usefulness (USEF)

USEF1: The use of social networking tools such as Facebook helps me be more satisfied with my job.

USEF2: The use of social networking tools helps me be more committed to my job.

USEF3: The use of social networking tools helps me be more productive.

USEF4: The use of social networking tools helps increase my work morale.

Perceived Ease of Use (EOU)

EOU1: Social networking tool/s are easy to use.

EOU2: I learned to use social networking tool/s quickly.

EOU3: The use of social networking tool/s is easy.

Perceived Enjoyment (ENJ)

ENJ1: I enjoy using social networking tool/s.

ENJ2: The use of social networking tool/s is enjoyable.

ENJ3: I found using social networking tool/s to be enjoyable.

Intention to Continue Using (INT)

INT1: I intend to continue using social networking tool/s in the future.

INT2: I plan to use social networking tool/s in the future.

INT3: I expect my use of social networking tool/s to continue in the future.

Job Satisfaction (SAT)

SAT1: I am very satisfied with my current job.

SAT2: My present job gives me internal satisfaction

SAT3: My job gives me a sense of fulfillment

SAT4: I am very pleased with my current job

SAT5: I will recommend this job to a friend if it is advertised /announced

Job Performance (PERF)

PERF1: My performance in my current job is excellent

PERF2: I am very satisfied with my performance in my current job

PERF3: I am very happy with my performance in current job